

Introduction

This document details the Code Reviser's Office 2007-2013 Strategic Plan. The strategic plan intends to summarize this agency's history, discuss future challenges, and specify objectives and strategies to meet the agency's goals.

The Code Reviser's Office (CRO) is committed to maintaining an organization that continually evaluates and improves business practices to ensure the best use of state resources. Employees from all levels within our agency participated to develop this plan.

Strategic Plan

Maintaining the Integrity of the Codes

A. Mission Statement

(1) The primary responsibilities of the Statute Law Committee, through the Code Reviser's Office, are to periodically codify, index, and publish the Revised Code of Washington and to review, correct, and harmonize the statutes by means of administrative or suggested legislative action as may be appropriate.

(2) The Code Reviser's Office is also the official bill drafting arm of the legislature and provides a central bill drafting service for legislators, legislators-elect, legislative committees, joint committees, the governor, state elected officials, and agencies. Others, including lobbyists and private citizens must first obtain authorization from a legislator to use his or her name.

(3) Immediately following each session of the Legislature, the CRO indexes and publishes the temporary edition of the session laws and subsequently publishes the permanent edition. The CRO also responds to citizens' requests for copies of recently enacted laws, and reviews all initiative proposals after initially being filed with the Secretary of State.

(4) The CRO administers the Administrative Procedure Act with respect to notice of hearings and the proposal and final adoption of rules. The CRO acts as official repository for the rules of the various state agencies and the institutions of higher learning, and publishes the Washington Administrative Code. The CRO publishes the Legislative Digest and History of Bills. The CRO also publishes on a twice-monthly basis, the Washington State Register which contains proposed agency rules, adopted rules, executive orders, agency public meeting notices, and Supreme Court rules.

(5) The CRO utilizes substantial computer support services provided by the Legislative Service Center and provides committee data bases for access by the Legislature, state agencies, private vendors, and the public. CRO publications are made available in CD-ROM format and via the Internet.

B. Statutory Authority References

(1) Chapter 1.08 RCW – RCW codification, publication, and distribution; bill drafting; code correction legislation;

(2) Chapter 29A.72 RCW – Review of initiatives;

(3) Chapter 34.05 RCW – Agency regulation adoption; WAC publication and distribution;

(4) Chapter 34.08 RCW – Washington State Register publication and distribution; agency order typing service; and

(5) Chapter 44.20 RCW – Session law publication; authentication, and distribution.

C. Goals

(1) The Statute Law Committee, through the Code Reviser's Office, has developed and seeks to maintain a corps of able and dedicated professionals, editors, proof readers, computer operators, and support personnel possessing great versatility and interdisciplinary skills. The CRO strives to provide the highest level of customer service and satisfaction. The CRO seeks to provide our clients with the commitment and flexibility required of the legislative process – to work weekends and evenings, and on occasions through the night, if necessary, to have a crisis bill ready for an 8:00 a.m. committee meeting.

(2) The CRO seeks to maintain an extremely high level of accuracy in our official legal publications and in the bill drafts by a process of attorney specialization, editorial review, systematic computer input, team proofing, and careful correction.

(3) It is our goal to provide the official state legal materials to all citizens at a low cost.

(4) The drafting attorneys proceed on a strictly nonpartisan basis and serve all regardless of party affiliation, seniority, or any other factor. Requests are processed in the order received and as rapidly as careful drafting will permit.

(5) The attorneys and our support staff strive to keep all bill drafting work strictly confidential. Requests will not be disclosed or drafts given to any person except as authorized. Requests for any information about a specific bill that has been introduced are referred to the requestor.

(6) We seek to provide professional drafting and publication services on a very time sensitive basis.

D. Objectives

The objectives of the CRO are to provide high quality services in a professional, strictly nonpartisan, and cost effective manner. The CRO seeks to foster professionalism and expertise that will result in highly accurate publication of laws and agency rules.

E. Performance measures

Statistics for the past six biennia showing (1) legislative measures drafted, (2) session laws passed and signed into law, and (3) WAC sections permanently affected by agency action.

(1) MEASURES DRAFTED BY CODE REVISER'S OFFICE

(Includes bills, substitutes, amendments, resolutions and memorials)

<u>Biennium</u>	<u>Measures Drafted</u>	<u>Session Years</u>	<u>Increase/ Decrease</u>	<u>%Change</u>
54th	12,983	95-96		
55th	12,656	97-98	-327	-2%
56th	11,836	99-00	-820	-6%
57th	11,335	01-02	-501	-4%
58th	11,860	03-04	+525	+4.5%
59th	12,728	05-06	+868	+7.5%

(2)

Bills Passed into Law

	<u>Year</u>	<u>Length of Sessions</u>	<u>Laws Enacted</u>
54th Legislature	1995	140 days	443
	1996	60 days	325
55th Legislature	1997	106 days	459
	1998	60 days	348
56th Legislature	1999	105 days	416
	2000	93 days	263
57th Legislature	2001	152 days	364
	2002	60 days	371
58th Legislature	2003	137 days	447
	2004	60 days	278

59th Legislature

2005
2006

105 days
59 days

519
372

(3) Number of WAC Sections Permanently Affected by Agency Action

	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005
Amend existing	1899	1573	3081	2747	2990	1973	2109	2005	2792	2305
Adopt new	2469	1262	1870	2097	2601	3010	1859	1925	2664	2430
Repeal existing	2392	1878	2688	2206	2621	1914	1222	1176	1368	2239

F. Bill Drafting/Session Law/RCW Publication

Perhaps more important and revealing than specific production statistics are the service ethic and tradition of helpfulness that the CRO seeks to achieve in all of our mandated activities. Although less quantifiable and more subjective, these characteristics are vital indicators of our level of success.

Goal: To continue to produce accurate bill drafting assistance to the Legislature.

Objective: Reduce the error rate in bill drafts by 5 percent from the 2007 biennium to the 2009 biennium.

Strategy: Monitor those drafts that return for re-drafting due to Code Reviser error, determine a corrective process, and implement the corrective action.

Workload History:

Request folders opened prior to the end of the 2002, 2003, 2004, 2005, and 2006 Legislative sessions:

(Includes bills, substitutes, amendments, resolutions, and memorials)

		Measures Drafted				
		<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>
S - Senate Requests		1,984	3,312	1,953	3,493	2,453
H - House Requests	2,110		3,259	2,136	3,207	2,374
Z - Agencies, Governor Elected Officials, Courts, et al		553	710	505	672	528
Total Requests		4,647	7,281	4,594	7,372	5,355

The CRO has eight attorneys whose primary job is to draft legislation and codify statutes into the RCW. The CRO has three legal editors (checkers) who work very closely with the attorneys in the drafting and codification process.

Approximately 70 percent of the attorneys' and legal editors' time is spent on bill drafting.

The remaining time is used to codify statutes.

The attorneys and legal editors do not foresee major changes in the process of bill drafting or codification over the next six years. Ongoing changes in hardware and software technology continue to impact how the office produces documents. Attorneys and legal editors plan to continue to incorporate technology in order to make the bill drafting and codification process as fast and efficient as possible without sacrificing quality and accuracy for quantity or efficiency.

As employees of a legislative agency, it is difficult for attorneys and legal editors to measure or quantify the services they provide to their clients and the public. A simple comparison of the number of documents drafted in one biennium compared to the previous biennium will generally not help to "compare" the productivity of the office from one biennium to the next. Each bill is unique, and must be produced to meet the standards of the CRO as well as meet the requirements of the client requesting the document.

As a service-oriented office, the CRO may need to establish a more formal process for determining the needs of our clients. This could include "customer service comment cards" distributed with each bill draft, RCW set, or CD delivered to a client in order to find out if our services need to be modified to meet changing customer expectations. This process would also include follow-up with the client to let them know if their suggestion can be accommodated, and if not, why it cannot be accommodated.

At the end of the six-year period, the attorneys and legal editors in the CRO would like to be back in a permanent office on the main floor and upper and lower mezzanine of the Pritchard building in order to facilitate our work with the House of Representatives and the Senate, their respective work rooms, Office of Program Research and Senate Committee Services staff, and Caucus staff.

Index/Digest

Staff: 1 full time - Indexer

4 temporary session positions - 1 Attorney

1 Typist

2 Proof readers

Goal: To ensure that users of our publication's indexes or digests are able to find their topic of interest.

Objective: Create indexes and digests that provide readers with convenient access to bills, the RCW, the WAC, and other publications.

Responsibilities for Index/Digest:

The Index/Digest session staff creates the Digest Supplement and Topical Index with

reference to each bill introduced during session. The supplement is published as a pamphlet and is available online. The Topical Index is available online. Index/Digest is responsible for entering all status titles, fiscal notes, and companion bill information for publication in the daily status sheet. At the completion of session all digest and index information is compiled and published in the Legislative Digest and History of Bills.

In addition to writing the Topical Index, the Indexer writes the index for the session laws and amends the RCW index to include all laws passed during session. The Indexer also writes and amends the register and WAC indexes and compiles indexes for a variety of publications including the Common Schools Manual, Title 48 for the Insurance Commissioner, and the Selected Titles Manual for the Criminal Justice Training Commission.

The Indexer also answer calls made by the public and any interested individual who needs assistance in finding a state law or agency rule.

Order Typing Service

Goal: Encourage more agencies to utilize the services of OTS

Objective: To increase the percentage of agencies who use OTS and file with the WSR to 60 %

Strategy: Advertise

OTS provides typing and editing services to all state agencies and institutions of higher education. We, unlike any other agency, have access to the WAC data base. We are always assured to be amending the most current base. When agencies use our service we have the opportunity to attempt to make the WAC consistent. We have a set of guidelines we follow to achieve consistency. We have a standard two-week turn around time for rules. We don't always need the full two weeks, it is just a time frame given to agencies so they have an idea as to how long something will take in OTS.

To date we have 564 clients. On average we receive 2,000 orders per year. An order consists of at least one WAC rule. We have several orders containing well over 200 rules. We currently have over 10,000 rules in the OTS data base.

OTS provides this service to state agencies and institutions at no charge to them. Using OTS is to the advantage of the Code Reviser's Office because the rules filed with the Register do not have to be fully typed, they are pulled from the shared data base. We type 54% of rules filed with the Register.

Individuals from state agencies and institutions rely on our service to make their rules correct using the bill drafting style. The filing process is long and complicated and our clients are very relieved to find the only requirement for using OTS is to drop off their draft. At anytime during the rules process they can request an electronic copy of their rules. This saves them from having to enter

the changes into their own systems. On average, we download twenty requests per day.

The CRO would like to see all state agencies and institutions using Order Typing Service. There are still calls from small agencies that only do rule changes every five years who have just heard about OTS. Some of the larger agencies (ecology, health, labor and industries, agriculture, and licensing) have policies in place mandating technical writers to go through Order Typing Service.

Washington State Register

The Washington State Register (WSR) is a biweekly publication distributed on the first and third Wednesday of each month. It includes state agencies preproposals, notices of proposed and expedited rules, withdrawal of rules, emergency and permanently adopted rules, public meetings, requests for public input, notices of rules review, executive orders of the governor, court rules, notices of request for attorney general opinions, juvenile disposition standards, state maximum interest rate, and a list of designated rules coordinators and public records officers.

The WSR has a strict, statutorily-mandated publication deadline that has to be met. The WSR staff consists of a four-person team which includes the editor, the assistant editor, and a two-person proofing team. During heavy workloads we also use the WAC and OTS staff as a backup for typing and proofing.

Some of the WSR team's duties are:

- (1) Accepting agency filings, which includes checking for compliance with the Administrative Procedure Act;
- (2) Data capture and publication of the filed documents;
- (3) Answering phone inquiries concerning WAC/WSR information and procedures;
- (4) Withdrawing proposed or expedited rules that are not adopted and filed with the Office of the Code Reviser within one hundred eighty days after publication of the text as last proposed.
- (5) Compile and publish on a quarterly basis a report on state agency rule-making activity to comply with RCW 1.08.112.
- (6) Logging and filing of original documents for historical purposes; and
- (7) Maintaining of the rules coordinator and public records officer lists.

During the publication process of the WAC, the WSR staff is included in the production staff which consists of: Publishing of the WAC in a two-column format; auditing the two-column pages for accuracy; scanning each page for correct header and footer information, table formatting, typeface and point size, etc.

Future Goals:

● **Electronic Filings:** The team is actively developing a formal filing process to accept electronic filings. To achieve this goal a task force was formed that includes individuals from state agencies, our computer system personnel, and members from our office. One possible scenario would be:

- An agency director or designee would complete a registration form which would include an acceptance of responsibility for electronic filing; an agency contact person, and a return e-mail address which would be used to return the official accepted e-filings. This form would need to be in our office before an agency could start using the electronic filing system.
- For rule amendment filings:
 - The agencies would fill out the CR forms in Word (provided by our office) and attach an electronic signature. This electronic signature would be a scanned image of the person's actual signature.
 - The agencies would attach the amended, new, or repealed rules either done by OTS or themselves in Word. The OTS documents would have been sent to the agency as a .pdf document.
 - The CR form and any attachments will be attached to an e-mail and sent to EFILEWSR@leg.wa.gov.
- For miscellaneous types of documents: Any documents other than CR forms would be created in Word. These documents may include notices of public meetings; withdrawal of proposed, expedited, or preproposed rules; designations of rules coordinators or public record officers; etc. These types of documents would be attached to an e-mail and sent to EFILEWSR@leg.wa.gov.
- Once received by the EFILEWSR server, an auto reply would be sent to the sender acknowledging that the e-mail has been received by the server.
- The e-mails would be opened and checked for compliance with the Administrative Procedure Act. If the document is compliant, that document would be logged into the e-log system. An electronic stamp would be attached to the Word document that would contain the date and time of receipt and the WSR number assigned to that document. The Word document then would be saved as a .pdf document. Any Word attachments would also be saved as .pdf documents. The .pdf documents would then be sent back to the agency via the e-mail address that was listed on the registration form.
- The .pdf documents would then be printed for use in our data capture procedure and for the permanent file.
- If the agencies use OTS, we would pull the sections from the OTS base rather than from the agency's e-mail.
- If they choose to do their own rules instead of using OTS, the office could handle these filings much the same way as it does now. The office could pull the sections from our base and type

in the changes the agencies have indicated by strikeout and underscoring. Then the sections would be proofed as they are now. This would protect the integrity of the base and allow the office to keep the history attached to the section. The histories are a convenient mechanism to help ascertain which base the agency is using. The WSR team tries to find the errors at the proposal stage, which allows the agencies the opportunity to correct the problem before permanently adopting the section.

- Another project is to draft rules that would explicitly outline the e-filing process. At this time it would be helpful to include on formatting: Fonts, point sizes, tables, indents, etc. This would have to be expanded to include the front form, small business economic impact statement and the text of the rules.
- It would be helpful to schedule basic classes in the basic filing procedures and electronic filing. Since Regulatory Reform, the editor of the Washington State Register has been extensively working with the agencies, by giving small classes on the filings process. The editor would like to continue to do this, only making it more specific for electronic filing.
- Another project would be to create a rule-writing manual. Quite a few years ago the WSR editor was working with a group that developed a notebook called the Rules Coordinator Handbook, which was the textbook used in classes on the rule-making process. It contained all of our handouts and forms, but also included areas which each agency could put their specific rule-making criteria and guidelines. The nice thing about this notebook was that handouts could be sent and inserted into the notebook without having to republish.
- It would also be convenient for the agencies to have not only the CR form templates on the office's web site, but also templates created for notices of public meetings; designations for rules coordinators and public records officers; withdrawals for proposed, expedited, or preproposed rules; and other miscellaneous types of documents.
- In the future, the office hopes to have the CR forms available to state agencies via the web. The agency could fill-in the CR forms; attach documents; and send via e-mail. Doing a web based form would eliminate the agencies from accidentally changing the forms and/or using the wrong version.

Washington Administrative Code

The WAC department (which consists of two proofers, one editor, and one assistant editor) updates the WAC base every two weeks and keeps all the state agency rules and regulations up to date. This involves a process of precodifying, editing and engrossing the rules as permanently filed by the state agency or institution. During the editing process the editor uses the Code Reviser guidelines to make the WAC base consistent. Then the rules or regulations are codified into the permanent WAC base. At this time the rules or regulations go through a proofing process to check for accuracies and inconsistency in the base. Once every permanent filing from that particular register has gone through the process and is okay, we then start a process to eliminate the later effective date sections in the WAC base that are outdated. Our goal is to always have a current WAC base. We then release the WAC base to the Legislative Service Center to put on the internet.

In addition to keeping the WAC base current, the WAC team also audits the illustrations in the WAC base once a year to make sure they represent the correct and current illustrations as filed by the agency or institution.

The publication of the WAC base that takes place during legislative session and involves several people, the WAC editor and assistant, Register editor and assistant, WAC proofers and one person from Order Typing Service. Once all information has been verified as true and correct, we at that time start running pages for publication, with two teams of auditors to check the titles for accuracy, while the process of updating the base every two weeks continues.

Also there is a RCW/WAC CD which is produced once a year in the fall and the WAC team must verify that all tables and illustrations that have been updated the past year are represented as correct and current on the CD.

The CRO is the keeper of the rules, and frequently get calls to see WAC sections as they were originally filed, or when someone is looking to see when a particular paragraph was added to the section, or sometimes someone wants to see every amendment that a particular WAC section has gone through since its conception. We explain the filing process to the public so they may have a better understanding and have usable knowledge of the WAC base and the process the agency or institution goes through to make a permanent rule.

Occasionally, a person will think there is a WAC rule or regulation, only to find out it is not and then they are in a quandary as to where to try next. Generally, we will take a name and number and make a few phone calls to see what we can find out. For instance the office was getting several calls on the OPD (overfilling prevention device) valve for propane tanks, thinking this had to be a rule or regulation for the state of Washington. After verifying that it was not, we made some phone calls to a propane company which led me to call the propane gas association, which then was able to send me copies of the National Fire Protection Association standards for liquefied petroleum gas. It lessens the frustrations of the public dealing with government and gets them the information they seek in a timely fashion. The best part is being able to be a conduit to help people.

A future goal of the WAC team is to continue to provide the high standard of customer service to the public and always make available the implements to understanding the WAC base. The WAC team would like for more people to understand and effectively use the WAC by getting them familiar with the tools provided by our site on the internet.

Data Processing Coordination

Computer Resource Support

Where do we want to be?

Bill to RCW cycle/WAC cycle reengineered. RCW and WAC using the same authoring, editing, and publishing tools.

Revised Code of Washington

RCW Codification tables available electronically - intranet and internet
Annual cross-reference tables available electronically - intranet and internet

CD-ROM production streamlined and produced in-house with programming support by LSC.
Ability for an agency to access our web site, pick RCW or WAC titles, chapters, or sections, choose the format of the document (two-column, single column, pamphlet formats, etc.), click process and have the system electronically deliver the document to the requester.

Eliminate many "workarounds" now necessary; have tools that do the job in an efficient, direct way.

Develop a CRO intranet.

Develop a web-based order entry system for publications.

Ability to handle electronic graphics in all areas.

How do we intend to close the gap between where we are and where we want to be?

The main way we'll accomplish these goals is to coordinate and plan with LSC.

Measurement is by setting short-term goals within the long-term goals and meeting the deadlines.

Printing Services

Print shop's current status

The print shop employs one full time employee and one session employee. During session, the work schedule is permanently set at two shifts seven days a week. The print shop is staffed approximately ninety hours per week during session.

1.7 million page impressions are produced annually on the production copier of which thirty-three percent of page impressions are produced during session. A total of 621,000 page impressions were recorded from combined total page counts from 5 laser printers and other office copiers.

Other print shop equipment includes a power paper cutter and drill and two electric staplers which average 36 total hours of use per year (in which 20 hours are used for stapling).

Paper use has stabilized for the past ten years. Paper waste is at an average of two percent annually.

Future plans/goals

Order all printing supplies - OR - leave "as is" with LSC as the supply ordering agency for appropriate printer supplies.

Replace Xerox office copiers in 2008

Maintain current or decrease paper use by 2 percent by 2009

Process for meeting future goals

Design an employee's work performance evaluation form and use it/reviewed annually by department supervisor/head or agency's human resource officer.

Inventory and recordkeeping of supplies and equipment use.

Scrutinize abuse of equipment maintenance service contracts by a designated qualified "Quality Controller".